

# SMDP News

Sustainable Management Development Program

*Better management, stronger programs, healthier people*

U.S. Department of Health and Human Services  
Centers for Disease Control and Prevention

## Welcome to the SMDP News

SMDP News, the newsletter for CDC's Sustainable Management Development Program (SMDP):

- Informs members of the international health community about SMDP activities.
- Supports graduates of SMDP's annual Management for International Public Health (MIPH) course.
- Facilitates country-to-country exchanges of information and experience in public health management development.

SMDP News is published quarterly, and distributed to all MIPH graduates. Graduates are encouraged to send articles, photos and updates on their activities, as well as corrections to mail and email addresses and phone numbers for the directory. Send these items to [smdp@cdc.gov](mailto:smdp@cdc.gov). Current and past editions of the SMDP News can be viewed at our website: [www.cdc.gov/smdp](http://www.cdc.gov/smdp)

## In this issue

- **South Africa: Third Biennial SMDP Conference**
- **Malawi: ICP Begins Management Training**
- **Mexico: Fifth Round of Training Begins This Fall**
- **New staff: John Marsh**



## SMDP Holds 3<sup>rd</sup> Biennial Conference



Awardees pictured above, front row from left: Dr. Le Anh Tuan, Children Hospital #1, Ho Chi Minh City; Mr. Lameck Mlauzi, Mulanje District Hospital, Malawi; Ms. Cynthia Caiphus, Kanye/ Moshupa Sub-District Council, Botswana; Mrs. Esther Muna, Ms. Denise Prosser, and Ms. Rosa Sorensen, Commonwealth Health Center, Saipan. Back row, from left: Dr. Le Quoc Thinh, Children Hospital #1, Ho Chi Minh City; Dr. Tea Vukusic Rukavina (MIPH '01), "Health – Plan for it," Croatia; Dr. Winifred Wafula (MIPH '05), CDC Uganda Laboratory; Dr. Selma Sogoric (MIPH '01), "Health – Plan for it," Croatia; Dr. Olivera Stojanovic, Public Health Institute, Sabac, Serbia; and Dr. Danijela Lazaric-zec, Public Health Institute of County Istria, Croatia.

SMDP's 3rd biennial conference on "Strengthening Global Public Health Management Capacity: Leadership, Innovation, and Sustainability" was held May 21–26 in Cape Town, South Africa. More than 95 public health professionals from around the globe attended the conference, which featured plenary addresses by WHO international and regional officials, and presentations from a variety of countries on experiences and lessons learned in strengthening public health management capacity at regional and district levels.

Thirty-six graduates of SMDP's Management for International Public Health (MIPH) course from 20 countries attended, including delegations from Botswana, Croatia, Ethiopia, Guam, Indonesia, Israel, Lesotho, Macedonia, Malawi,

Mozambique, Philippines, Serbia & Montenegro, South Africa, Swaziland, Taiwan, Tanzania, Thailand, Uganda, Vietnam, and Zambia. The conference provided an opportunity for MIPH alumni to network and learn from each other's experiences in implementing public health management training programs in their countries.

Dr. Michael Malison, Director, SMDP, opened the conference. He noted that April 7, World Health Day, marked the beginning of the WHO Decade of the Health Workforce, and highlighted the relevance of SMDP's mission to this global initiative. He read remarks to the conference from Dr. Manual Dayrit in Geneva, newly appointed to WHO as Director, Department of Human Resources for Health. Dr. Dayrit, former

*please turn to p. 2*

Philippines Minister of Health, noted that, of the 57 countries with health workforce shortages cited in the World Health Report 2006, 36 are in Africa, leading to a shortfall on the continent of nearly a million workers. “The solutions to these shortages,” he said, “go far beyond the numbers game. The challenge for us is not only how to make up these shortages, but how to make the existing workforce perform effectively.”

Several senior representatives from the public health system in South Africa welcomed the conference participants and described recent developments in their institutions.

Mr. Ibrahim Rasool, Premier, Western Cape Province, officially welcomed the participants to Cape Town. He said that “Some would say that the be-all and end-all of health is medicine—but our budgets speak to people, and managing our people and our resources will improve health for our people.” Private health care leaves the burden of disease to the public sector, he added, noting that the public health sector receives about one-fifth of the available worldwide resources. He called for broad, community-based training for community-based care, treatment, and prevention in Africa, especially for HIV/AIDS. “But this also has to be about management, and about getting things going at the local and district level,” he said.

Dr. Marian Jacobs, Dean, Faculty of Health Sciences at UCT, the conference host institution, described how UCT is providing education across the region to distance-based learners. Dr. Yogan Pillay, Chief Director of Strategic Planning, South Africa National Department of Health, noted that “workforce migration has created fewer and fewer public health workers to address larger and larger problems.” These workers also bear a significant burden of disease themselves, espe-

cially HIV and tuberculosis. Training and education, he noted, were key to addressing both the workforce shortfall and the disease burden.

Monday’s keynote speaker, Mrs. Magda Awases, Regional Advisor, Human Resources for National Health Systems Development, WHO/AFRO, in Brazzaville, Republic of Congo, noted that although Africa has heralded a new era in human resources for health, health systems must be improved. She said that health information systems must be enhanced to improve monitoring and evaluation to achieve the WHO millennium goals. The millennium goals represent a blueprint for meeting the needs of the world’s poorest citizens.

The conference attendees were saddened to learn of the death of WHO’s Director-General, Dr. Lee Jong-wook, on the eve of the World Health Assembly, held the same week as the SMDP conference. Dr. Malison led the group in a moment of silence to reflect on Dr. Lee’s life and service.

Tuesday’s plenary speaker, Dr. Delanyo Dovlo, represented WHO in Geneva, where he is Health Systems Advisor. He is co-author of the WHO monograph on “Strengthening Management in Low-Income Countries,” and responsible for WHO’s MAKER website that provides strategies and tools for public health managers in low-resource settings (accessible at <http://www.who.int/management/en/>). He outlined key lessons from international practices in management development—including the need to 1) address the complexity of the concept of “competence,” 2) understand that core management skills are important for all managers in public health, and 3) build integrated strategies for strengthening public health management that avoid duplication and fragmentation.

Dr. Eric Buch, Professor of Health Policy and Management, School of Health Systems and Public Health, University of Pretoria, addressed the conference on Wednesday’s plenary, and recommended developing and replicating “breakthrough strategies for overcoming health and health system challenges” such as a closer scrutiny of user fees, which he called a barrier to access. Thursday’s plenary session featured Mr. John Marsh, from Marsh and Barnes, Inc., an international management consulting firm, discussing the complexity of finding the ‘tipping point’ for organizational transformation to sustained quality improvement initiatives.

In his closing remarks on Friday, May 26, Dr. Dovlo summarized the four days of presentations, workshops, and consultation on training and development, and encouraged the establishment of accreditation programs for public health managers.

### **SMDP Awards Ceremony**

Dr. Malison presented awards to MIPH alumni and to teams who graduated from in-country training programs. The Andre Stamper School of Public Health in Croatia received the prestigious Management Training Excellence Award. MIPH graduates initiated the school’s “Health—Plan for It” to strengthen the management capacity of county health departments in Croatia. The program was chosen for its impact on public health program planning nationwide. The program was supported by the Ministry of Health, and the planning stages involved consultative meetings and training that involved diverse sectors of society—policy makers, politicians, the legal and public health professions, and journalists. The “Health—Plan for It” team comprises MIPH graduates Dr. Selma Sogoric (’01), Dr. Tea Vukusic Rukavina (’01), Dr. Aleksander Dzakula (’02), Mrs. Sonja Grozic-Zivolic (’02), and Dr. Ognjen Brborovic (’03). These MIPH

*Awards cont’d on p. 4*



# A Cape Town Photo Album



*Pictured above, plenary speakers Mrs. Magda Awases, Regional Advisor, Human Resources for National Health Systems Development, WHO/AFRO; and Dr. Delanyo Dovlo, Health Systems Advisor, WHO, Geneva.*



*Above center, from right, Ms. Moonira Khan (MIPH '95), Director of Student Services, University of Cape Town; Mr. Ibrahim Rasool, Premier, Western Cape Province; Dr. Marian Jacobs, Dean, UCT Faculty of Health Sciences; Dr. Michael Malison, Director, SMDP; Dr. Yogan Pillay, Chief Director of Strategic Planning, South Africa National Department of Health. Above right, Mr. Louis Guillem, Plan Philippines, (at left) exchanges ideas with Mr. Martin Mosima, Institute of Development Management Botswana (at right) as the two walk to an afternoon workshop at the Breakwater Lodge/University of Cape Town. Pictured second row, at left, plenary speaker Dr. Eric Buch, Professor of Health Policy and Management, School of Health Systems and Public Health, University of Pretoria, South Africa. Second row, at right, Dr. Ehud Miron ('95), Regional Director, Ministry of Health, Haifa, Israel; and Dr. Frans Krige, Western Cape Department of Health, South Africa.*



*Third row, at left, Mrs. Rossukon Kangvarnlert, the Bureau of Policy and Strategy, Thailand; Dr. Paranee Vatanasomboon ('04), and Dr. Chanuantong Tanasugarn ('00), both from Mahidol University, Thailand. Third row, at right, Dr. Gabriel Urgoiti, Health Communication and Development, South Africa; Dr. Lucy Ramirez, CDC Mozambique, and Dr. Winifred Wafula ('05), CDC Laboratory, Uganda.*



*Bottom row, at left, Mr. Andrew Dimba ('03), National TB Programme, Malawi, and Mr. Lameck W. Mlauzi, Ministry of Health, Malawi, examine a poster during the Tuesday evening poster session. At right, participants listen to the plenary speaker in the conference opening session.*

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## Cape Town Awards, from p. 2

graduates created a program capable of addressing the challenge of devolving public health planning from the central to the county level and aligning plans with local priorities to make better use of scarce resources.

The Applied Management Learning Awards 2006 were given to teams in seven countries who completed outstanding in-country applied management learning projects during January 2003 to December 2005. The selected projects effectively demonstrated the use of MIPH course tools such as Total Quality Management (TQM) to improve work processes or Healthy Plan-*it*™ to improve public health program planning. The project team awards went to these projects:

- 1) Kanye/Mosupa Sub-District Council, Botswana, “Improving the sputum collection rate at six months from tuberculosis patients”—sputum collection improved from just 22% to 61%.
- 2) Public Health Institute of Istria County, Croatia, “Improving patient flow process for the early detection of breast cancer in Pula General Hospital”—the length of time between diagnosis and treatment for breast cancer was reduced by almost half, from 49 to 25 days.
- 3) Mulanje District Hospital, Malawi, “HIV counseling and testing in patients receiving treatment for tuberculosis”—during the project, the percentage of TB patients receiving HIV counseling increased dramatically, from 0% to 96%.
- 4) Commonwealth Health Center, Saipan, “Improving revenue collections”—during the project, errors in insurance claims dropped dramatically, resulting in increased insurance payments.
- 5) Public Health Institute, Sabac, Serbia, “Implementing educational programs and screening for cervical cancer in Sabac Municipality”—this project outlined a Healthy Plan-*it*™ project to take place over 2 years to decrease cervical cancer mortality.
- 6) Children Hospital #1, Ho Chi Minh City, Vietnam, “Improving the

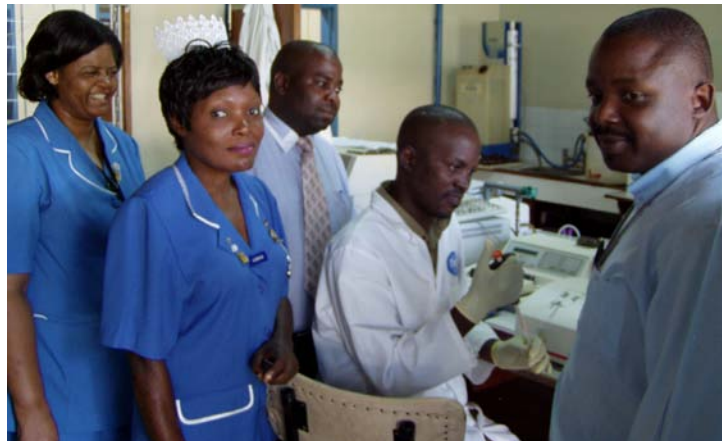
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## Infection Prevention and Control (IPC) Program Joins Malawi Management Training

The Malawi Ministry of Health (MOH) has identified infection control as a major priority for the country’s health care system because hospital-acquired infections (HAIs) have been a significant cause of preventable morbidity and mortality in Malawi, as they have been in many other countries.

Consequently, two participants from the Malawi MOH IPC program attended SMDP’s 2005 MIPH course, with support from the CDC Global AIDS Program (GAP) Malawi. They were Fannie Kachale, Chief Nursing Officer at Kamuzu Central Hospital, Lilongwe, and Felesia Chawani, Chief Nursing Officer (Quality Assurance) at the MOH. The two are using knowledge gained at the course to help the IPC program achieve its objectives through better management practices.

When Ms. Kachale and Ms. Chawani returned to Malawi in October 2005, they joined a management training team that



*Pictured above, from left, Fannie Kachale (MIPH '05), and in-country management training course participants from the IPC program, Angeline Chiotcha, Amon Nkhata, Nelson Dzinza, and Yonam Mwase, in the Kamuzu Central Hospital laboratory.*

includes seven MIPH graduates from the National TB Programme (NTP) and one from the Malawi AIDS Counseling and Resource Organization (MACRO). With financial backing from GAP and technical support from SMDP, the MIPH graduates to date have trained 106 healthcare program managers in three cycles of management training. These managers have in turn worked with teams at their worksites to complete 23 applied management learning projects

during the first three years of the program.

From March 27–April 2, 2006, Ms. Kachale and Ms. Chawani and the other Malawi MIPH graduates co-facilitated a one-week training workshop on leadership and TQM, launching the fourth Malawi management training cycle. A team of four IPC staff members from KCH attended: Amon Nkhata, reproductive health officer and STI-HIV/AIDS coordinator; Nelson Dzinza, laboratory techni-

cian; Angeline Chiotcha, operating theatre nurse/infection prevention coordinator; and Yonam Mwase, dental therapist. The KCH IPC team is conducting an applied management learning project and will present its results and graduate in late 2006.

IPC teams from 27 districts in Malawi are scheduled to attend management training in 2007 and 2008.



sample delivery process for HIV rapid tests”—this laboratory project aimed at reducing incomplete delivery of tests from 90% to 30%.

- 7) CDC Uganda Laboratory, “Improving management of specimen inventory”—this project resulted in an increase in the percentage of lab specimens properly updated and tracked from 56% (17,088/30,514) to 100% (86,130/86,130) of specimens received between May 2004 and January 2005.

Each project demonstrated the application of management improvement methods taught in the MIPH course from Healthy Plan-*it*™ or TQM, and demonstrated the successful application of the training course participants’ new management skills in their organizational settings.



At the Cape Town conference, above, from left, Dr. Hung Hieu Vu, Hanoi School of Public Health, Vietnam, and Mr. Maxwell Gondwe, National TB Programme, Malawi, discuss a point made by one of the morning plenary speakers.



Above, Dr. Gustav Wolvaardt presents an afternoon workshop on Strategic Resource Development. Dr. Wolvaardt is Director of the Foundation for Professional Development, South Africa. Participants could choose two of four concurrent workshops offered on both Monday and Tuesday afternoon of the conference.

## Fifth Management in Public Health Course in Mexico Set for Fall 2006

Mexico’s fifth Management in Public Health Course will take place October 2–27, 2006, in Mexico City. The 4-week course, held annually since 2002, is based on SMDP’s annual MIPH course, but also includes content specific to a Latin American audience. Since 2002, the Mexican program has trained 91 public health professionals from across Latin America and the Caribbean and has provided consulting for 47 training programs and quality improvement projects.

The General Directorate of Epidemiology of the Mexican Ministry of Health (DGE/SSA) is the sponsor through its Management in Public Health Development Center (Centro de Desarrollo Gerencial en Salud Pública, or CDG). As a center for training and consulting for Latin American countries, the CDG aims to strengthen the managerial and leadership capacity of health sector personnel and to encourage their transformation. Its objectives are to—

- Provide public health workers with knowledge and skills in planning, coordination, organization, program assessment, and human and financial resource management.



Pictured at left, four DGE/SSA middle managers—Ángeles Montiel, Verónica Moncayo, Arturo Revuelta, and Gabriela Gutiérrez—work together on a team-building activity during the 2005 course.

These skills will enable them to carry out their work with a focus on quality, using appropriate and timely decision-making methods.

- Offer consulting to students and alumni to develop and implement management training and quality improvement projects.

The CDG faculty consists of decision makers in public health policy and programs and experts in management and quality assurance from DGE/SSA, CDC, PAHO, and other private and public institutions. Course topics

include TQM, situation analysis, strategic planning, modeling for decision making, team building, leadership, conflict management, advocacy skills, and health policy. The curriculum also includes workshops and conferences presented by public health experts.

More information and application forms are available at the program website: <http://www.dgepi.salud.gob.mx/eventos/cdg.html> or email: [sarta@dgepi.salud.gob.mx](mailto:sarta@dgepi.salud.gob.mx), or phone 52 (55) 5593-1809/5593-7004 ext. 196 or 110. Registration closes September 8, 2006.

**Ms. Ngan Nguyen Le ('99)** has contributed to two textbooks: *Occupational Health and Safety and Health Workers' Handbook of Practices for Health Care and Health Care Service Management in the Workplace*, both published in 2004 in Hanoi, Vietnam. She is also actively involved in supervising the TQM applied management learning projects that followed the three regional workshops held in Vietnam in December 2005 and January 2006 (for more on the Vietnam training, please see *SMDP News*, Winter 2006, p. 4).

**Dr. Tran Nhu Nguyen ('03)** has contributed chapters to four textbooks on occupational and community health for graduate and post-graduate students at Hanoi Medical University, Hanoi, Vietnam. He will also present a poster entitled "HIV prevalence and risk factors among injecting drug users in Ho Chi Minh City, Haiphong, and Hanoi, Vietnam," at the XVI International AIDS Conference, Toronto, Canada, August 13–18, 2006.

**Dr. Thanh Ton That ('05)** was recently promoted to Director, Danang Preventive Medicine Center. Dr. Thanh's Center serves as one of three regional sites providing management training for HIV/AIDS personnel in collaboration with the Hanoi School of Public Health and SMDP.

**Dr. Harold Rugama ('01)** has been assigned new responsibilities as the CARE point person in Nicaragua for the Avian Influenza threat, helping the CARE Nicaragua team to create a pandemic influenza preparedness plan. He was also named National Promoter for Knowledge Management, in which capacity he and his team took second and third place in the first CARE USA International Knowledge Fair, held in Atlanta, Georgia, USA, October 2005.

**Dr. Marija Kisman ('05)** has earned a master of science in epidemiology from

the University of St. Cyril and Methodius, Skopje, Macedonia, where she currently serves as an assistant professor.

**Mr. Rudolf Buga ('04)** has been chosen to represent senior administrative staff on the Makerere University Health Service Committee, Kampala, Uganda. He plans to apply the problem-solving skills learned in TQM to his new responsibilities.



*Elena Samarkina ('02), second from right, is pictured here with other 2006 recipients of USAID awards.*

**Mrs. Pasquana Calvo ('04)** has retired from the Department of Public Health/Commonwealth Health Center, Saipan, and is currently pursuing a master of nursing degree through a web-based educational program.

**Dr. Tatiana Ciomartan ('92)** has received a Ph.D. in medicine from the University of Medicine and Pharmacy "Carol Davila," in Bucharest, Romania. Her dissertation was entitled "Blood lactate and glucose levels: indicators of morbidity and mortality in pediatric patients operated on for congenital heart defects." She earned her M.D. from the University of Bucharest.

**Dr. Paula Feder-Bubis ('97)** has earned a Ph.D. from the Hebrew University of Jerusalem, Braun School of Public Health and Community Medicine. Her dissertation was entitled "Perceptions of organizational change in Israeli hospitals."

**Dr. Geoffrey R. Somi ('04)** has published two articles in *BMC Public Health*. He is first author on "Estimating and projecting HIV prevalence and AIDS deaths in

Tanzania using antenatal surveillance data" (*BMC Public Health* 2006 (6):120 [www.biomedcentral.com/1471-2458/6/120](http://www.biomedcentral.com/1471-2458/6/120)) and second author on "Surveillance of HIV and syphilis infections among antenatal clinic attendees in Tanzania—2003/2004" (*BMC Public Health* 2006 (6):91 [www.biomedcentral.com/1471-2458/6/91](http://www.biomedcentral.com/1471-2458/6/91)).

**Dr. Elena Samarkina ('02)** received a 2006 Meritorious Honor Award from USAID for her "outstanding efforts towards the establishment of USAID's first HIV/AIDS program in Turkmenistan." This is her fifth Meritorious Honor Award from USAID.

**Mr. Harry Mussa Banda ('02)** has received a post-graduate Diploma in Medical Education from the University of Zambia, an accomplishment that certifies him as a Medical Educator. His work in Zambia's Eastern Province with HIV and other blood transfusion-transmissible infections involves ensuring a safe blood and blood product supply in the province.

**Dr. Mustafa Sarker ('04)** has earned a master of public health degree in nutrition from the National Institute of Social and Preventive Medicine, Bangladesh. His thesis was on "Nutritional status among Infants aged 7-12 months in a selected municipal area." He currently works as program officer for the Zia Heart Foundation Hospital and Research Institute, Dinajpur, with responsibility as liaison on non-communicable diseases to the WHO-Bangladesh country office.

### Correction:

**Dr. Yuwono Sidharta ('94)** works in the Democratic Republic of East Timor, a sovereign state that obtained its independence from Indonesia in 2002. We regret the error that appeared on page 3 of the winter 2006 issue of *SMDP News*.



## 2<sup>nd</sup> Philippine Field Management Training Program (FMTP) Annual Alumni Conference

### “Sustaining a Quality Improvement Initiative”

By Dr. Ma. Nemia Lapastora-Sucaldito (MIPH '94)



Seventy MIPH and Field Management Training Program (FMTP) alumni attended the Second Annual Alumni Conference of the Philippine FMTP, held on Boracay Island, Aklan, Philippines, April 25–27, 2006. Invitees included Dr. Chanuantong Tanasugarn ('00) and Asst. Prof. Paranee Vatanasomboon ('05), Mahidol University, Thailand; Dr. Rossukon Kangvalert, Bureau of Policy and Strategy, Thailand; Dr. Jean Marc Olive, WHO Representative to the Philippines; and Drs. Michael Malison and Eric Tayag, SMDP.

During the graduation workshop, Dr. Malison taught a session on risk communication and Dr. Tayag (MIPH '94) provided a refresher on TQM tools.

The FMTP alumni conferences are designed to 1) update graduates on management principles, 2) present current regional management training activities, 3) showcase applied management learning projects of FMTP alumni, 4) assess the need for facilitators and field supervisors during the regional management courses, and

5) recognize the best applied management learning efforts by presenting awards to the teams with the winning projects.

As the management training program expands to the regions, the need for facilitators and field supervisors is growing. To identify barriers in meeting this need, Dr. Marlow Niñal ('95) conducted a survey that revealed that the majority of alumni attending the conference have a desire to facilitate workshops and carry out field supervision but do not feel competent to do so. The survey revealed a high level of confidence in facilitating core FMTP topics, but highlighted a need to strengthen confidence on supplemental topics that have the weakest training materials. MIPH and FMTP graduates also report a high level of confidence to supervise applied management learning projects with appropriate training and actual field exposure to improve their problem-solving skills.

The following recommendations were incorporated into FMTP's plan for

next year: 1) include training on “difficult-to-teach” topics in the next conference, 2) include training of trainers on selected topics for new facilitators as part of the conference, 3) provide on-the-job training (understudy partner with a skilled supervisor), 4) standardize training manuals and guides for supplemental topics, and 5) provide recognition and incentives for facilitators and supervisors.

## Awards

FMTP-Bicol Region was recognized as the “Best Regional Management Training Program.” Two projects won the best applied learning projects for 2006, “Improving Stock Levels of Amoxycillin, Paracetamol and Co-trimoxale in the Village-Operated Drug-stores in the Bicol Region” and “Improvement in the Processing of Claims for Travel Expenses in the Center for Health Development – Bicol.”

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## Annual Health Systems Management and Research Course Held in Pakistan



The Continuing Education Program, Department of Community Health Sciences (CHS) at Aga Khan University in Karachi, Pakistan, held its annual short course on Health Systems Management and Research (HSMR) May 2–19, 2006.

Twenty-one health care managers participated, including five from the Ministry of Health in Afghanistan, 11 from the Ministry of Population Welfare in Pakistan, two each

from Aga Khan Health Services and from AKU, and one from the Pakistan Ministry of Health. The course covers basic concepts in health systems management, leadership styles, quality of care, personnel management, and health systems research.

Participants applied their learning by forming four teams and developing brief proposals on the following themes:

1) limited access to family planning services for women of child-bearing age, 2) staff absenteeism, 3) lack of antenatal care awareness among pregnant women, and 4) high number of drop-outs between the DPT-I and the DPT-III immunizations among children <1 year of age. One CHS faculty member was assigned to facilitate each group and will provide distance supervision of these projects by telephone, email, and post.

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## John Marsh Joins SMDP as Senior Management Development Consultant

John Marsh B.Sc. Eng., M.Phil., President of Marsh & Barnes, Inc., an international management consulting firm, joined SMDP in June 2006 on a long-term contract as a Senior Management Development Consultant. John has provided facilitation, consulting, and training services to a wide range of organizations, in healthcare, government, and the non-profit sector. His bachelor's degree is in systems engineering from the University of Bath and his master of philosophy degree is in process management from Kingston University, London, U.K.

John has more than 18 years of experience in applying these disciplines to complex systems, especially in health care. He is the author of *The Continuous Improvement Toolkit* and *A Stake in Tomorrow*. From 1991 to 1998 he represented the United Kingdom on the Technical Committee responsible for the ISO9000 international

quality management standards. John was appointed by the Governor to the Hawaii Board of Health and facilitated the creation of the Hawaii Outcomes Institute.

John taught organizational excellence in the MIPH 2005 course and facilitated a workshop on a similar topic at the SMDP

Biennial Conference in South Africa. "Everyone I met (in Cape Town) was making a real difference in their own communities," he said. "I came away feeling that if I can support even a few people to improve how they work, then my contribution will be worthwhile."

John will continue to teach in the annual MIPH course and will provide technical assistance and consulting to SMDP and partners in quality improvement, project management, and organizational excellence frameworks.



*John Marsh (at right) with John Aberle-Grasse, Acting Chief of Party, CDC Malawi (at left), pictured at the SMDP Cape Town Conference in May.*